

## ROUTING AND RECORD SHEET

SUBJECT: (Optional)

SECRETARIAL ATTITUDE SURVEY

FROM:

EXTENSION

NO.

DATE

23 June

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1.

DC/PMCD

6/24

9

2.

3.

C/PMCD

6/25/86

Ged

4.

5.

6.

C/CCP

6/26

K

7.

8.

9.

Carol

10.

11.

12.

13.

14.

15.

Attached is the proposed Attitude Questionnaire (one for the secretaries & one for management) that PSD has put together. [ ] and I are meeting with C/PSD, [ ] and the person doing the assessment, [ ] on 24 June to go over all the logistics. If something jumps out at you in your review of this survey, there will be time to change it up until 28 June, at which time we hope to have it in P&PD. Remember, as with the TCO's, we are going to do this once a year for the next five years.

P.S. [ ] and I will be coordinating with [ ] to generate mailing labels and a representational sample of managers for the survey. We must check with DO on mailing to field (IMS will do it, I am concerned about saying "Agency" throughout the questionnaire); and with P&PD to make sure they will apply the [ ] labels and stuff envelopes. We anticipate this being disseminated by mid JULY 86.

←  
SAY "ORGANIZATION"

FORM 1-79

610

USE PREVIOUS EDITIONS

**Secretary's version of Secretarial Career System  
Attitude Questionnaire**

**Disseminated 20 October 1986**

**FROM THE EXECUTIVE DIRECTOR OF THE CENTRAL INTELLIGENCE AGENCY**

People are this Agency's most important resource. We are always in need of skilled, motivated, and dedicated employees. It is especially important to keep the valued employees we now have on board. To meet the needs of our secretarial staff, the Director of Central Intelligence has directed that the Agency institute the Secretarial Career System. This program establishes the Intelligence Secretarial Pay Schedule which replaces the General Schedule for all secretarial employees. It is designed to more fully utilize the Agency's pool of secretarial talent through a comprehensive career development program.

To monitor the effects of this new career system, you will be periodically requested to participate in a series of surveys designed to assess the effects and success of the Secretarial Career System. Your attitudes and opinions regarding the Secretarial Career System are important. Please take a few minutes to complete the attached questionnaire.

STAT



**James H. Taylor  
Executive Director  
Central Intelligence Agency**

~~ADMINISTRATIVE-INTERNAL USE ONLY~~

**Secretarial Questionnaire-Form A**

**SECRETARIAL CAREER SYSTEM**

**Introduction and Instructions**

In February of this year, the Director of Central Intelligence approved the new Secretarial Career System. This plan will have an important effect on you, your supervisor, and the Agency as a whole. Secretaries, legal secretaries, clerk typists, and clerk stenographers will be converted to the new system. Psychological Services Division of the Office of Medical Services has been requested to monitor the effects of this new system. We are interested in your opinions and attitudes regarding the Secretarial Career System as well as the satisfaction you get from working for the Agency. All Agency employees who will be converted to the Secretarial Career System, as well as a sample of managers, are being asked to participate in this survey.

Your answers to this questionnaire will be completely anonymous.

**Please do not put your name on either this question booklet or the separate answer sheet. Ignore the boxes on the answer sheet requesting your "I.D. Number."**

To facilitate data entry we are enclosing an automated scoring sheet. You will need to use a "number 2 pencil" to record your responses. Place a mark in the appropriate box for each of the questions. If you make a mistake or wish to change your response, please completely erase your old response. Make sure that you mark only one box for each question and that you answer all questions.

As you look at the answer sheet, you will see that it is divided into four parts. "PART 1" and "PART 2" are on the front of the page, while "PART 3" and "PART 4" are on the back of the answer sheet. As you respond to the items, be sure to begin with "PART 1" (questions 1 to 40), then proceed to "PART 2" (questions 41 to 78). You will not be using "PART 3" or "PART 4" of the answer sheet.

When you have completed all questions return only the answer sheet in the enclosed envelope to:

**SCSS  
PSD/OMS  
706 CofC**

Thank you in advance for your cooperation.

~~ADMINISTRATIVE-INTERNAL USE ONLY~~

**ADMINISTRATIVE-INTERNAL USE ONLY**

**Secretarial Questionnaire-Form A**

**SECRETARIAL CAREER SYSTEM**

**Attitudes Toward the Secretarial Career System**

The questions in this section deal with your attitudes and opinions about the Secretarial Career System. For each of these questions please indicate on a 5-point scale how much you agree or disagree. The points on the scale are defined as follows:

- A - Agree**
- B - Tend to agree**
- C - Undecided**
- D - Tend to disagree**
- E - Disagree**

**There are no right or wrong answers to any of these statements.  
Do not spend too much time on any one statement.**

**BEGIN RECORDING YOUR RESPONSES ON "PART 1" OF THE ANSWER SHEET.**

1. The Secretarial Career System will have a **negative** effect on the secretarial occupation.
2. I will be paid more fairly under the new pay system.
3. My future will be brighter under the Secretarial Career System.
4. Training will be very important for advancement under the Secretarial Career System.
5. The satisfaction I get from working for the Agency will **not** change much with the new system.
6. The salary that I receive under the new system will be more competitive with private industry.
7. Fewer secretaries will leave the Agency because of the new Secretarial Career System.
8. It will be difficult for me to get the training I'll need to advance under the new system.
9. The Secretarial Career System will have a positive effect on morale.
10. I'll have **less** responsibility under the Secretarial Career System.
11. Even with the new system I'll probably leave the Agency to work somewhere else.
12. Under the new system I'll feel more like part of a team.
13. With the new system I will be expected to participate more in making decisions.
14. Overall, I am **not** in favor of the Secretarial Career System.
15. The Secretarial Career System will improve communication between me and my supervisor.
16. Compliance with training requirements will be very disruptive in my office.

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**ADMINISTRATIVE-INTERNAL USE ONLY**

**Secretarial Questionnaire-Form A**

**SECRETARIAL CAREER SYSTEM**

**Job Satisfaction Inventory**

The statements in this section ask you how you feel about your job. For each of these statements please indicate on a 5-point scale how much you agree or disagree. The points on the scale are defined as follows:

- A - Agree**
- B - Tend to agree**
- C - Undecided**
- D - Tend to disagree**
- E - Disagree**

**There are no right or wrong answers to any of these statements. Do not spend too much time on any one statement. If you have more than one supervisor, pool your feelings and give us your best response.**

**CONTINUE RECORDING YOUR RESPONSES ON "PART 1" OF THE ANSWER SHEET.**

17. I have experienced a growth in skills over the past year.
18. My job requires me to be creative.
19. My co-workers give me less cooperation than they should.
20. My supervisor watches me too closely.
21. I am paid as much as I would outside the Agency.
22. My supervisor gives confusing instructions.
23. Current opportunities for advancement are excellent.
24. Some aspects of my job are too difficult for me.
25. I rarely see the results of my work.
26. Management fails to explain adequately to employees the reasons for its actions.
27. My supervisor listens to my suggestions.
28. I would turn down a chance to change my present job for one of equal pay, security, and status.
29. My supervisor makes too many technical mistakes.
30. I get along well with my co-workers.
31. I have done a good job.
32. There are too many people telling me what to do.
33. I can trust my supervisor.
34. I would probably advance more quickly in private industry than in the Agency.
35. My supervisor makes sound decisions.
36. My supervisor is unwilling to act on new ideas that I think have merit.
37. I successfully complete a project or some aspect of it every week.
38. My supervisor gets along well with his boss.
39. I am rarely asked to participate in the planning of my career development.
40. I know what my supervisor thinks of me and my work.

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**Secretarial Questionnaire-Form A**

- A - Agree**
- B - Tend to agree**
- C - Undecided**
- D - Tend to disagree**
- E - Disagree**

**BEGIN RECORDING YOUR RESPONSES ON "PART 2" OF THE ANSWER SHEET.**

- 41. In terms of interests and attitudes I have a lot in common with my fellow workers.
- 42. My work bores me.
- 43. My supervisor has shown interest in my career development.
- 44. My chances for promotion in the Agency are good.
- 45. At the end of the day I wonder what I have accomplished.
- 46. I can make my ideas known to management.
- 47. For the work I do I am underpaid.
- 48. I feel ill at ease in the presence of my supervisor.
- 49. My supervisor allows me to make my own decisions on how I do my work.
- 50. I have enough work assigned to keep me busy.
- 51. My present job is in the area of work (not necessarily the same job) I wish to remain in permanently.
- 52. I get challenging, important assignments.
- 53. My supervisor fails to provide me with the materials, information, or assistance I need to do my best work.
- 54. Management makes an effort to solicit my ideas outside the formal suggestion system.
- 55. I am discouraged in my present job.
- 56. There is a communication gap between management and employees.
- 57. My supervisor is well-qualified technically.
- 58. My job is usually so easy it isn't interesting.
- 59. My rate of advancement has been slower than I was led to believe.
- 60. I usually receive praise for my work when I have done a good job.
- 61. Decisions affecting my assignments and career are made with little regard for my own preferences.
- 62. The longer I work for the Agency, the more I feel I belong.
- 63. I have little opportunity to use my abilities in the Agency.
- 64. Current promotional opportunities are fair.
- 65. The method used to evaluate my performance leaves much to be desired.
- 66. Sometimes I feel that my job counts for very little in the Agency.
- 67. I really feel part of the Agency.
- 68. If I have a complaint to make, I feel free to talk to someone in management.
- 69. I feel I contribute to the office-team effort to get the job done.
- 70. Filling in a questionnaire like this is a good way to let management know what employees think.
- 71. I think some good may come from a questionnaire like this.

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ADMINISTRATIVE-INTERNAL USE ONLY

Secretarial Questionnaire-Form A

**SECRETARIAL CAREER SYSTEM**

**Demographic Information**

The questions in this section deal with your position in the Agency.

**CONTINUE RECORDING YOUR RESPONSES ON "PART 2" OF THE ANSWER SHEET.**

72. What is your current grade under the Intelligence Secretary Schedule?
- A. IS-01    B. IS-02    C. IS-03    D. IS-04
73. Which do you feel is most accurate in describing your skills and abilities?
- A. Secretary Trainee  
B. Secretary  
C. Senior Secretary  
D. Executive Secretary
74. Which do you feel is most accurate in describing the level of duties in your present job?
- A. Secretary Trainee  
B. Secretary  
C. Senior Secretary  
D. Executive Secretary
75. How many years have you worked for the Agency?
- A. Less than one year.  
B. At least one year but less than three years.  
C. At least three years but less than five years.  
D. At least five years but less than ten years.  
E. Ten years or longer.
76. Which of the following Directorates are you assigned to?
- A. DCI    B. DA    C. DI    D. DO    E. DS&T
77. Where do you work?
- A. Headquarters Building  
B. Washington metropolitan area other than Headquarters  
C. Continental United States other than the Washington area  
D. Outside the continental United States
78. Do you work full time or part time?
- A. Full Time  
B. Part Time

ADMINISTRATIVE-INTERNAL USE ONLY

**Manager's version of Secretarial Career System  
Attitude Questionnaire**

**Disseminated 20 October 1986**

**FROM THE EXECUTIVE DIRECTOR OF THE CENTRAL INTELLIGENCE AGENCY**

People are this Agency's most important resource. We are always in need of skilled, motivated, and dedicated employees. It is especially important to keep the valued employees we now have on board. To meet the needs of our secretarial staff, the Director of Central Intelligence has directed that the Agency institute the Secretarial Career System. This program establishes the Intelligence Secretarial Pay Schedule which replaces the General Schedule for all secretarial employees. It is designed to more fully utilize the Agency's pool of secretarial talent through a comprehensive career development program.

To monitor the effects of this new career system you will be periodically requested to participate in a series of surveys designed to assess the effects and success of the Secretarial Career System. Your attitudes and opinions regarding the Secretarial Career System are important. Please take a few minutes to complete the attached questionnaire.

STAT



James H. Taylor  
Executive Director  
Central Intelligence Agency



**ADMINISTRATIVE-INTERNAL USE ONLY**

**Managerial Questionnaire-Form A**

**SECRETARIAL CAREER SYSTEM**

**Introduction and Instructions**

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Your answers to this questionnaire will be completely anonymous.

**Please do not put your name on either this question booklet or the separate answer sheet. Ignore the boxes on the answer sheet requesting your "I.D. Number."**

To facilitate data entry we are enclosing an automated scoring sheet. You will need to use a "number 2 pencil" to record your responses. Place a mark in the appropriate box for each of the questions. If you make a mistake or wish to change your response please completely erase your old response. Make sure that you mark only one box for each question, and that you answer all questions.

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**SCSM  
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706 CofC**

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**Managerial Questionnaire-Form A**

**SECRETARIAL CAREER SYSTEM**

**Attitudes Toward the Secretarial Career System**

The questions in this section deal with your attitudes and opinions about the Secretarial Career System. For each of these questions please indicate on a 5-point scale how much you agree or disagree. The points on the scale are defined as follows:

- A - Agree**
- B - Tend to agree**
- C - Undecided**
- D - Tend to disagree**
- E - Disagree**

**There are no right or wrong answers to any of these statements.  
Do not spend too much time on any one statement.**

**BEGIN RECORDING YOUR RESPONSES ON "PART 1" OF THE ANSWER SHEET.**

1. The Secretarial Career System will have a **negative** effect on the secretarial occupation.
2. My secretary will be paid more fairly under the new pay system.
3. My secretary's future will be brighter under the Secretarial Career System.
4. Training will be very important for advancement under the Secretarial Career System.
5. The satisfaction my secretary gets from working for the Agency will **not** change much with the new system.
6. The salary that my secretary receives under the new system will be more competitive with private industry.
7. Fewer secretaries will leave the Agency because of the new Secretarial Career System.
8. It will be difficult for my secretary to get the training she'll need to advance under the new system.
9. The Secretarial Career System will have a positive effect on morale.
10. My secretary will have **less** responsibility under the Secretarial Career System.
11. Even with the new system my secretary will probably leave the Agency to work somewhere else.
12. Under the new system my secretary will feel more like part of a team.
13. With the new system my secretary will be expected to participate more in making decisions.
14. Overall, I am **not** in favor of the Secretarial Career System.
15. The Secretarial Career System will improve communication between me and my secretary.
16. Compliance with training requirements will be very disruptive in my office.

**ADMINISTRATIVE-INTERNAL USE ONLY**

**ADMINISTRATIVE-INTERNAL USE ONLY****Managerial Questionnaire-Form A****SECRETARIAL CAREER SYSTEM****Management Perceptions of Secretarial Job Satisfaction**

The statements in this section ask you to evaluate how you believe your secretary feels about her job. We are interested in your perceptions, so please do not ask your secretary for "the answer." For each of these statements please indicate on a 5-point scale how much you believe your secretary would agree or disagree. The points on the scale are defined as follows:

- A - Agree**
- B - Tend to agree**
- C - Undecided**
- D - Tend to disagree**
- E - Disagree**

There are no right or wrong answers to any of these statements. Do not spend too much time on any one statement. If you have more than one secretary, pool your feelings and give us your best response.

**CONTINUE RECORDING YOUR RESPONSES ON "PART 1" OF THE ANSWER SHEET.**

17. My secretary feels that she has experienced a growth in skills during the past year.
18. My secretary thinks that her job requires her to be creative.
19. My secretary feels that her co-workers give her less cooperation than they should.
20. My secretary thinks that I watch her too closely.
21. My secretary believes that she is paid as much as she would outside the Agency.
22. My secretary thinks that I give confusing instructions.
23. My secretary believes that current opportunities for advancement are excellent.
24. My secretary thinks that some aspects of her job are too difficult for her.
25. My secretary believes that she rarely sees the results of her work.
26. My secretary thinks that management fails to explain adequately to employees the reasons for its actions.
27. My secretary feels that I listen to her suggestions.
28. My secretary believes that she would turn down a chance to change her present job for one of equal pay, security, and status.
29. My secretary thinks that I make too many technical mistakes.
30. My secretary feels that she gets along well with her co-workers.
31. My secretary feels that she has done a good job.
32. My secretary thinks that there are too many people telling her what to do.
33. My secretary believes that she can trust me.
34. My secretary thinks that she would probably advance more quickly in private industry than in the Agency.
35. My secretary thinks that I make sound decisions.
36. My secretary thinks that I am unwilling to act on ideas that she thinks has merit.
37. My secretary believes that she successfully completes a project or some aspect of it every week.
38. My secretary thinks that I get along well with my boss.
39. My secretary feels that she is rarely asked to participate in the planning of her career development.
40. My secretary knows what I think of her and her work.

**ADMINISTRATIVE-INTERNAL USE ONLY**

**ADMINISTRATIVE-INTERNAL USE ONLY**

**Managerial Questionnaire-Form A**

- A - Agree**
- B - Tend to agree**
- C - Undecided**
- D - Tend to disagree**
- E - Disagree**

**BEGIN RECORDING YOUR RESPONSES ON "PART 2" OF THE ANSWER SHEET.**

- 41. In terms of interests and attitudes my secretary believes she has a lot in common with her fellow workers.
- 42. My secretary feels that her work bores her.
- 43. My secretary feels that I have shown interest in her career development.
- 44. My secretary thinks that her chances for promotion in the Agency are good.
- 45. At the end of the day my secretary wonders what she has accomplished.
- 46. My secretary thinks that she can make her ideas known to management.
- 47. My secretary feels that she is underpaid for the work she does.
- 48. My secretary feels ill at ease in my presence.
- 49. My secretary feels that I allow her to make her own decisions on how she does her work.
- 50. My secretary thinks that she has enough work assigned to keep her busy.
- 51. My secretary believes that her present job is in the area of work (not necessarily the same job) she wishes to remain in permanently.
- 52. My secretary thinks that she gets challenging, important assignments.
- 53. My secretary believes that I fail to provide her with the materials, information, or assistance she needs to do her best work.
- 54. My secretary thinks that management makes an effort to solicit her ideas outside the formal suggestion system.
- 55. My secretary feels discouraged in her present job.
- 56. My secretary thinks that there is a communication gap between management and employees.
- 57. My secretary thinks that I am well-qualified technically.
- 58. My secretary thinks that her job is usually so easy that it isn't interesting.
- 59. My secretary thinks that her rate of advancement will be slower than she was led to believe.
- 60. My secretary usually receives praise for her work when she has done a good job.
- 61. My secretary thinks that decisions affecting her assignments and career are made with little regard for her own preferences.
- 62. The longer my secretary works for the Agency, the more she feels she belongs.
- 63. My secretary thinks that she has little opportunity to use her abilities in the Agency.
- 64. My secretary thinks that current promotional opportunities are fair.
- 65. My secretary thinks that the method used to evaluate her performance leaves much to be desired.
- 66. Sometimes my secretary feels that her job counts for very little in the Agency.
- 67. My secretary really feels part of the Agency.
- 68. If my secretary has a complaint to make, she feels free to talk to someone in management.
- 69. My secretary feels she contributes to the office-team effort to get the job done.
- 70. My secretary thinks that filling in a questionnaire like this is a good way to let management know what employees think.
- 71. My secretary feels that some good may come from a questionnaire like this.

**ADMINISTRATIVE-INTERNAL USE ONLY**

**ADMINISTRATIVE-INTERNAL USE ONLY**

**Managerial Questionnaire-Form A**

**SECRETARIAL CAREER SYSTEM**

**Demographic Information**

The questions in this section deal with your position in the Agency.

**CONTINUE RECORDING YOUR RESPONSES ON "PART 3" OF THE ANSWER SHEET.**

72. What is your current grade?
- A. GS-7, GS-8, or GS-9
  - B. GS-10, GS-11, or GS-12
  - C. GS-13, GS-14, or GS-15
  - D. SIS-1 or SIS-2
  - E. SIS-3 or higher
73. Which do you feel is most accurate in describing your secretary's skills and abilities?
- A. Secretary Trainee
  - B. Secretary
  - C. Senior Secretary
  - D. Executive Secretary
74. Which do you feel is most accurate in describing your secretary's level of duties in her present job?
- A. Secretary Trainee
  - B. Secretary
  - C. Senior Secretary
  - D. Executive Secretary
75. How many years have you worked for the Agency?
- A. Less than five years.
  - B. At least five years but less than ten years.
  - C. At least ten years but less than fifteen years.
  - D. At least fifteen years but less than twenty years.
  - E. Twenty years or longer.
76. Which of the following Directorates are you assigned to?
- A. DCI    B. DA    C. DI    D. DO    E. DS&T
77. Where do you work?
- A. Headquarters Building
  - B. Washington metropolitan area other than Headquarters
  - C. Continental United States other than the Washington area
  - D. Outside the continental United States

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